



# City of Kenmore Comprehensive Plan Update

Equity Analysis and Recommendations

*Prepared June 20, 2023*



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## A. INTRODUCTION

The City of Kenmore is in the process of updating its Comprehensive Plan, the document that reflects the city the community wants to become and guides the City plan to accommodate and incorporate anticipated growth. As part of the 2024 Comprehensive Plan update, the City received a grant from the Washington State Department of Commerce to evaluate the authorization of middle housing types. The grant included funding for a Racial Equity Analysis to help the City establish anti-displacement policies for the plan's Housing and Land Use elements. The Racial Equity Analysis seeks to meet Commerce guidelines to identify policies and regulations that contribute to racially disparate impacts, displacement, and exclusion in housing and incorporate considerations related to existing land uses and design, zoning policies, and housing density. The goal of the Racial Equity Analysis is to provide information, context, and evaluation of the potential disparate impacts or displacement risks that might result from growth plans and provide recommendations that support the City's ability to avoid and mitigate policies that preserve past harms and work to eliminate practices that increase future displacement risks. Moreover, the report seeks to expand City leadership's awareness of the community-wide benefits of increasing access to opportunities for vulnerable populations. The City is committed to the 2024 update including:

- A plan for housing that is affordable to all income levels, including middle housing types
- Racial equity analysis and anti-displacement policies for City consideration

### **Why do a Racial Equity Analysis?**

The City of Kenmore has made this a priority. A Racial Equity Analysis recognizes that all social identification and categorization is politically developed and *assigned* to populations. These identifications and categories were developed for political purposes, assigned to individuals and groups, and encoded into our legal and social contexts. While the contexts and applications of these politically assigned categories have changed over time and reflect the shifts in national beliefs and values across history, they have shaped the nature of law, politics, funding streams, and access

***“We have come to a historic moment in time where we must take a deeper look inward and lead by example. By renewing our commitment to diversity, equity and inclusion, we can focus our work through a more equitable lens. With a thoughtful, innovative mindset - we can achieve greater harmony together; ensuring a safe, welcoming and affirming community for all, and future generations to come.”***

Councilmember Corina Pfeil

to opportunity. Today, many populations have embraced their assigned identities using them to create community, build public awareness, or enter political discussions and legal debates. This awareness is critical in understanding the historical, political, and legal applications of the demographics associated with displacement risks discussed in the following sections.

Without this understanding, the effects of legal and systematic exclusion throughout history will inaccurately be attributed to personal failure rather than intentional generational divestment of opportunity and economic underdevelopment. This analysis includes groups that are considered pushed to the margins of our society, including those who identify as Black, Indigenous, People of Color (BIPOC), people who are Lesbian, Gay, Bi-, Trans, and Queer (LGBTQ), women, people with disabilities, households with low incomes, and others who experience systemic inequity.

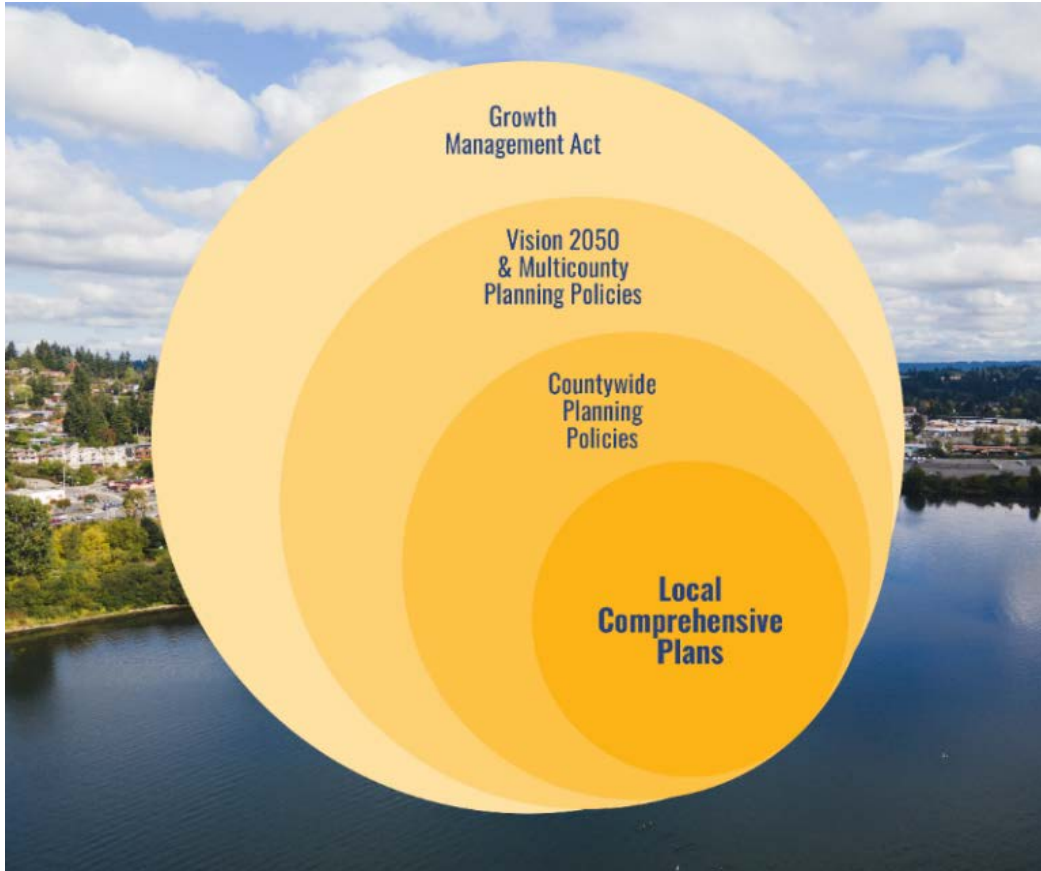
Consistent with the Commerce grant guidelines, this report focuses on “no net displacement of very low, low, or moderate-income households (as defined in [RCW 43.63A.510](#)) or individuals from racial, ethnic and religious communities which have been subject to discriminatory housing policies in the past.”

***State and Regional Guidance:*** In addition to the Commerce guidance, the Washington State Legislature passed two bills, HB 1220 in 2021 and HB 1110, in 2023 that inform the comprehensive planning effort by requiring designated growth areas to provide sufficient land capacity for all housing needs across all income segments. According to the 2022 King County Countywide Planning Policies (CPP), over the next 20 years, the City of Kenmore will need to plan for 3,070 new housing units (and 587 beds of emergency housing) as well as 3,200 new jobs.

The Puget Sound Regional Council (PSRC) created VISION 2050, the approved multicounty planning policy guidelines for the region, identifying Kenmore as a High-Capacity Transit (HCT) community, with regional expectations for transit-supportive growth. “Targeting growth within these transit-rich communities helps to support mobility and reduces the number and length of vehicle trips. The Regional Growth Strategy calls for the 34 HCT communities to accommodate 24% of the region’s population growth and 13% of its employment growth by the year 2050.”

### **Community planning policies and guidelines**

This Racial Equity Analysis supports Kenmore in framing its growth as part of the regional strategy that serves the future of Kenmore’s community. As Kenmore updates the Comprehensive Plan, this analysis will help integrate new requirements related to racially disparate impacts, displacement, exclusion, and displacement risks in housing into its Land Use and Housing element updates.



## B. METHODOLOGY

This analysis is rooted in the interconnected relationship between people and place. This is fundamental to strategies that build and sustain healthy, engaged, and connected communities. These factors intertwine with the social and economic determinants of equity and are used to explore the built environment's role in developing and sustaining community health and well-being. Through this process, we have highlighted structural indicators that support equitable applications and layered them across Kenmore community characteristics.

### **This Racial Equity Analysis:**

- Uses an intersectional, anti-racist equity approach
- Centers most vulnerable populations
- Leads from an asset-based strengths analysis that supports communities' ability to thrive in place
- Leverages existing City analyses of equity issues

**This Racial Equity Analysis report incorporates:**

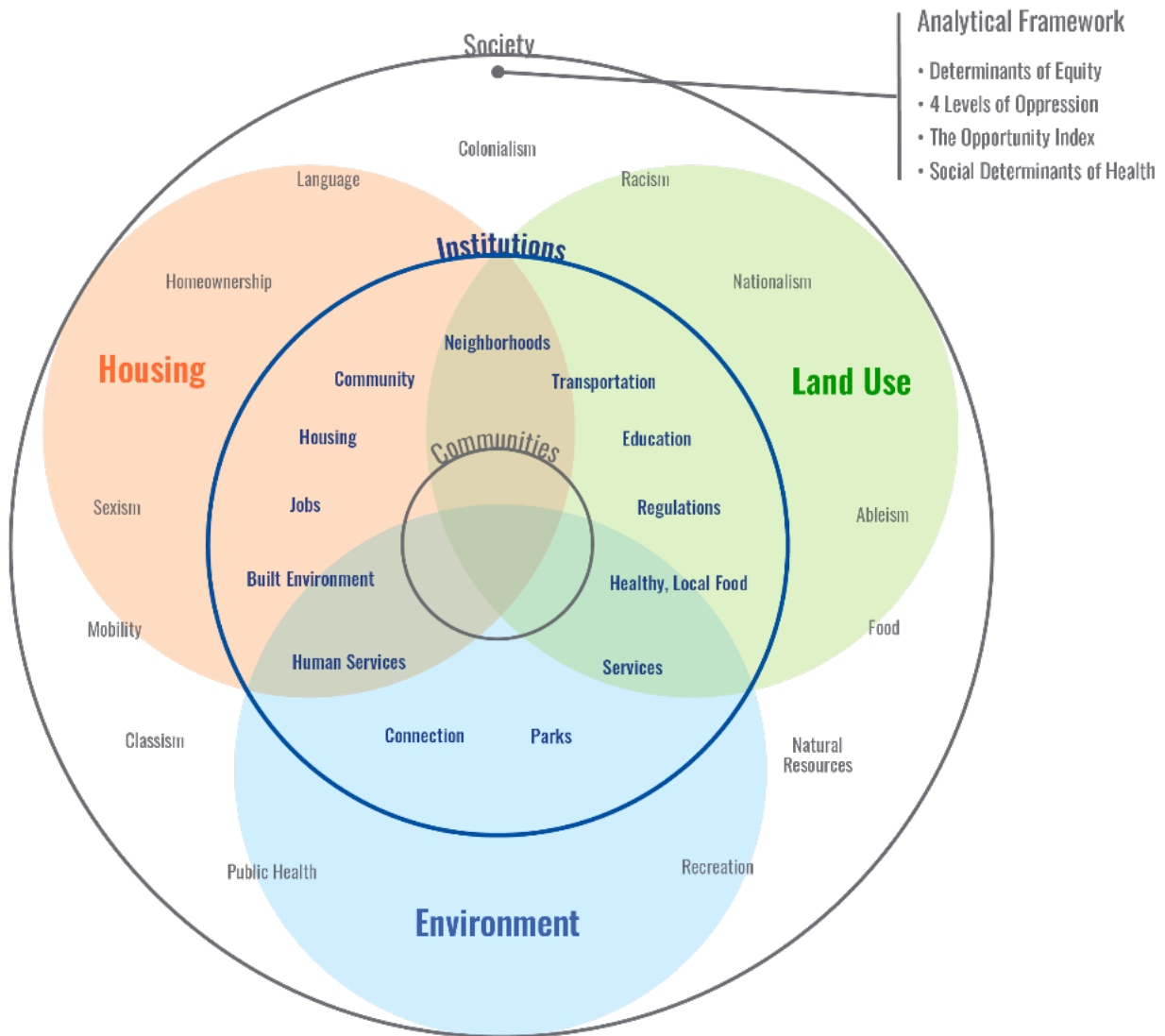
- Review of previous analyses, supplemented, as needed, by additional analysis of disparities and impacts
- Opportunities and barriers at multiple levels: community, jurisdiction, and City program service and delivery
- Recommendations for the Comprehensive Plan update or middle housing regulations, especially focused on displacement possibilities

***"We do not need to wait for a national or regional conversation or strategy - we can start right here at home. But any conversations we have and actions we take must not be superficial. It's not just about changing our attitudes - it's about dismantling systemic racism throughout the complex and entrenched social, political, and economic systems that bias in favor of white people."***

Rob Karlinsey, Kenmore City Manager

## ***This Racial Equity Analysis uses an Analytical Framework***

The Analytical Framework combines a foundational framework, historical context, the Community Health and Thriving model, the Growth Management Act authority, and the additional tools illustrated below. Each tool explicitly addresses the impact of institutional and systemic biases, cultural norms, and power dynamics and disparities.



## Integrating Frameworks as an Analytical Tool

Determinants of Equity	4 Levels of Oppression	The Opportunity Index	Social Determinants of Health
<a href="https://equity.wa.gov/us-plus/state/state-equity-us-and-wa-state">https://equity.wa.gov/us-plus/state/state-equity-us-and-wa-state</a>	<a href="https://hub.youthpowercoalition.org/t/the-4-is-of-oppression-ideological-institutional-interpersonal-and-internal/304">https://hub.youthpowercoalition.org/t/the-4-is-of-oppression-ideological-institutional-interpersonal-and-internal/304</a>	<a href="https://opportunityindex.org/about/">https://opportunityindex.org/about/</a>	<a href="https://health.gov/healthypeople/priority-areas/social-determinants-health">https://health.gov/healthypeople/priority-areas/social-determinants-health</a>
<ul style="list-style-type: none"> <li>○ Affordable, healthy, local food</li> <li>○ Access to health and human services</li> <li>○ Access to parks, recreation, and natural resources</li> <li>○ Transportation and mobility</li> <li>○ Housing and home ownership</li> <li>○ Community and public safety</li> <li>○ Early childhood development</li> <li>○ Economic justice</li> <li>○ Equity in state and local practices</li> <li>○ Equity in justice systems and laws</li> <li>○ Equity in jobs and job training</li> <li>○ Healthy built and natural environments</li> <li>○ Quality education</li> <li>○ Strong, vibrant neighbor</li> </ul>	<p>Oppressions like racism, classism, ableism, and ageism occur at different levels: Ideological, Institutional, Interpersonal, and Internal.</p> <ul style="list-style-type: none"> <li>○ Internalized</li> <li>○ Interpersonal</li> <li>○ Institutional</li> <li>○ Systemic (Ideological)</li> </ul>	<p>The multidimensional nature of the Opportunity Index provides a broad picture of opportunity that goes beyond economics alone. The 2019 Index includes indicators within four dimensions of community well-being:</p> <ul style="list-style-type: none"> <li>○ Economy</li> <li>○ Education</li> <li>○ Health</li> <li>○ Community</li> </ul>	<p>The social determinants of health and demographic dashboards are divided into three geographic levels: County, Accountable Communities of Health (ACHs)* and Census Tracts**. The social determinants of health dashboards have the following measures:</p> <ul style="list-style-type: none"> <li>○ Poverty</li> <li>○ Education</li> <li>○ Limited English</li> <li>○ Unemployment</li> <li>○ Uninsured</li> </ul>

Integrating the above frameworks provides an analytical tool as a lens through which we can review policies, interventions, and resources to address the identified disparities and inequities more effectively. It enables a more comprehensive and collaborative approach to addressing inequities and improving outcomes for marginalized populations. This tool helps uncover disparities that might otherwise be overlooked when using a single framework in isolation. Using this tool ensures that resources and efforts focus on the populations and communities **most in need**. It helps identify areas where disparities are **most pronounced**, allowing for interventions that address the intersecting determinants and root causes.



## **The Approach**

Our approach incorporated analyzing previous and current Kenmore documentation, reviewing community feedback from previous engagements, identifying community values and priorities, engaging priority stakeholders, evaluating Kenmore’s comprehensive plan and associated updates, applying health equity considerations, and then analyzing this information using equity and opportunity frameworks and PSRC displacement risk index. The following analysis reflects the results and learning gathered throughout this process.

## **Community and Stakeholder Engagement informs the Racial Equity Analysis**

Between 2021-22, the City of Kenmore has offered multiple traditional engagement opportunities for the community to share their input on the middle housing conversation and decisions. The Kenmore Planning Commission began their discussion of middle housing types in January 2021 and conducted a city-wide survey in August 2021. Planning Commission meeting materials are sent to a broad mailing list, that is regularly updated. The City Council received comments by email, letters, public comment at a City Council meeting, chats during online presentations, and during the public hearing. Residents saw numerous articles in the City newsletter, and the Council had a large showing at the Missing Middle Housing public hearing. A petition was signed by 225 Kenmore residents, mostly from single-family housing developments that would not be affected by the proposed Missing Middle Housing policy changes. The petition included 40 from a R-1 or R-4 development that would not be affected by proposed Comprehensive Plan Policies and regulations considering duplexes and triplexes in the R-6 residential zone only. In November 2022, the Council adopted Comprehensive Plan policies that would allow medium density housing within ¼ mile of the City’s two

## **Equitable Engagement Assessment Framework**

Long-term, an outcome of the Racial Equity Assessment is an Equitable Engagement Assessment Framework the city can use to evaluate the equity components of an engagement process. This framework consists of two phases.

- In Phase I, teams document the project and engagement effort profile. Phase I supports individuals and teams to define the engagement landscape, consider the diversity of stakeholders affected and overlap of stakeholders’ various needs and concerns, and identify types of engagement are possible with the available resources.
- Phase 2 introduces worksheets which encourage users to think critically about applying equity efforts in the engagement. Users are also encouraged to think critically about the profile information as it applies to the type of engagement completed and the populations that may have historically been marginalized or underserved.

main transit corridors. The Council did not adopt implementing regulations and deferred further discussion and public engagement for middle housing to 2023. The City decided to center those communities most affected by the missing middle housing when conducting the 2023 engagement activities to gather input.

In 2023, the City began this focused approach to community engagement for middle housing with three primary goals:

1. Engage specific audiences
2. Build and grow positive relationships with community members and community-based organizations
3. Bring the community along in preparing them for middle housing types

The re-framed community engagement approach used the tipping point framework that centers community input, allows for innovative thinking, and pushes the boundaries of the status quo. This approach enlisted engagement tools that promote inclusive, transparent, and meaningful engagement of all community stakeholders, while centering our most vulnerable populations, specifically those who are most often overlooked because of the barriers embedded throughout history.

The team started with five small group meetings with up to 15 participants. Each group had diverse representation including youth and/or students, People of Color, and seniors/older community members – all advertised in traditional and non-traditional methods (adding Spanish language, flyers on park bulletin boards, City Hall, the Hangar, Kenmore Library). The team also reached out to realtors, rental housing managers, local community-based organizations, and others by email and phone calls.

#### Spanish language engagement

Spanish language engagement specialist, Daniel Ruiz, reached out to community members who use Spanish to schedule one small group meeting in Spanish. The intention was to cover the same topics and questions, and to customize the conversation to be culturally responsive to communicate most effectively with the Spanish-speaking community. Daniel also led Spanish language engagement for earlier comprehensive planning, building on existing connections and using a relationship-focused approach. The team adapted the timeline of deliverables to allow more time for Spanish language engagement.

Despite our unique strategies and significant effort to collaborate with this community the team was not able to schedule and hold a small group meeting in Spanish. The City has not consistently engaged Kenmore's Spanish speaking community and therefore does not hold the meaningful and trusting relationship needed for further engagement. The City should continue efforts to engage priority audiences, like the Spanish speaking community, in a

way that is relationship focused. This means understanding the communication needs, adjusting to access requests such as longer timelines, relying additionally on word of mouth, meeting people in physical spaces that are established by the target community as welcoming and familiar, and utilizing influential trusted voices in the community.

#### Framing the Future of Housing event

The team held this in-person event on June 3, 2023, in the outdoor plaza of the Hangar community center. The team designed three unique and creative activities for this event, using the same values-based approach as was consistent with all engagement during this project. Staff for the event were multi-lingual, with capacity to engage community members in English, Spanish, and Tagalog.

Over 50 community members attended this event, expressing support and concerns regarding Missing Middle housing in Kenmore. While many people saw it as a step in the right direction, some raised concerns about parking, traffic impacts, and various forms of impact on existing neighborhoods such as character. Community members expressed excitement about the possibility of having more housing options and emphasized the importance of the City being responsive to community values.

#### Engaging Kenmore's Diversity, Equity, Inclusion, and Access (DEIA) Advisory Committee

PRR engaged the City of Kenmore's DEIA Advisory Committee as a community stakeholder invested in equitable housing opportunities. The intention of this effort was to engage the Committee in transparent communication and learn more about the intersections of the DEIA Task Force recommendations and the Racial Equity Report considerations for middle housing types. The goals included understanding the role of the Racial Equity Report in the City's Comprehensive Plan Update and identifying gaps in information and final report recommendations from the Advisory Committee.

The Advisory Committee asked questions about the report's potential to educate and build City staff and leadership's knowledge and awareness of the connections between historical practices and today's displacement concerns. The Advisory Committee provided additional context for community needs and identified areas in which the City can deepen its engagement efforts with marginalized communities. The Committee also identified connections between City planning and public health impacts as it relates to housing access. This information was added throughout the report and helped to make deeper connections to Kenmore's DEIA efforts.

***What did we hear overall?*** Findings from the City's broad outreach and more recent focused community engagement have helped to inform Kenmore's Comprehensive Plan update and discussion of middle housing.

1. Create and preserve accessible green space near housing
2. Build infrastructure to support increased density and walkability
3. Create more variety in home offerings and affordability

### **Key Questions:**

We focused this Racial Equity Analysis on three primary questions:

1. How can Kenmore's Comprehensive Plan Update advance racial equity?
2. What racial equity outcomes will define success?
3. What improvements could make the Comprehensive Plan more equitable?

## **C. COMPREHENSIVE PLAN ANALYSIS**

### **Kenmore's 20-year vision:**

The community conveys its future through the 2035 vision for Kenmore as a place that residents, businesses and visitors find welcoming, with courteous people, and offering a high quality of life to live, raise children, shop, work, recreate, and socialize. The fun, vibrant waterfront community of 2035 is grounded in the understanding of healthy, equitable communities.

The Comprehensive Plan update goals were established to ensure the plan can guide the City of Kenmore in achieving their 20-year vision for what the city aspires to be: a healthy, equitable and inclusive Kenmore.

The 20-year vision goals are listed below, separated into the outline of healthy, equitable, and inclusive communities.

### **Healthy people - strong people and populations (communities with access)**

- *Supports recreation and health through well-maintained parks, trails, and open spaces*
- *Encourages volunteerism and public involvement and works as a good partner with citizens and governments throughout the region*
- *Supports the safety, health, and welfare of all its citizens*

### **Healthy places - Strong places (community stability and vitality)**

- *Connects both visually and physically to its waterfront, recognizing it as a significant local and regional asset*
- *Protects natural and environmentally sensitive areas, significant open space, trees, and air and water quality*

- *Provides a safe, reliable and effective system of streets, sidewalks, bike ways, trails, and transit routes, linking significant local and regional destinations*
- *Has its own sense of place and an identifiable, walkable downtown offering commercial, civic, cultural and park spaces, integrated with multifamily housing*
- *Has clear design standards creating attractive, functional, and enduring buildings and places*
- *Supports the character of its single-family residential neighborhoods*
- *Offers a diversity of housing types to provide a choice of attractive living accommodations for all residents*
- *Is inclusive and family friendly, with a small-town feeling, fostering a sense of belonging and pride*

### **Equitable distribution and access (distribution of resources)**

- *Has an economic base that provides a range of goods and services, offers quality employment opportunities, and supports local businesses*
- *Supports local arts, culture and history*
- *Supports and encourages education and quality schools*

The City of Kenmore seeks a future ensuring the City grows an engaged and connected public with strong, informed populations, cohesive and healthy neighborhoods, through appropriate land use priorities and accessible housing options. This Racial Equity Analysis focuses on the Land Use and Housing elements of Kenmore’s Comprehensive Plan.

**PUBLIC HEALTH and the Connection to Community Development** – Urban planning grounds its beginnings in the purpose of public health – originally, the purpose of planning was to ensure that the built environment could protect the community from infectious disease, encourage connectivity, and support the overall health and well-being of individuals and families. During the early 1900s communities were plagued by overloaded housing needs, noxious industrial exhaustions, and human and animal waste that resulted in regular occurrences of sickness across communities.

Community planners and health professionals shared a common mission to provide safe and healthy environments. They worked together to address the health and safety of individuals and communities creating numerous policies related to sanitation, zoning, housing, and transportation. These policies became the foundational practices for how planning processes informed the development of built environments.

Over time, public health and planning roles began to diverge as planners' attention focused more on land use and transportation, while public health professionals focused on health and safety concerns. The planner's goal is to have residents feel connected through experiences that shape collective and shared spaces. Planning can take the larger city experience and scale it down to bite-sized experiences at the neighborhood and street level.

With the 2024 Comprehensive Plan update, Kenmore has an opportunity to reignite the connection between health and community planning while addressing historical inequities. The relationship between past practices and today's experiences are tied to resulting jurisdictional inefficiencies like eroding infrastructure, housing inadequacy, overcrowded facilities, siloed decisions-making, misaligned community priorities, limited economic tax base, public health failures, overburdened public safety and social services, and limited municipal reserves.

Unequal community access to resources and opportunities can exacerbate social divides and lead to social tensions, reduced social cohesion, and increased disparities. This can lead to lost economic potential and reduced overall economic competitiveness and result in disparities in quality of life and well-being for residents.

Because we continue to exercise government tools and practices that were entrenched in histories of inequity, today's city planning tools have the potential to perpetuate existing disparities within communities and among various populations. Discounting such connections leads to additional risks and unexpected displacement events leaving City leadership ill prepared to respond. City planning processes that do not consider the current impacts of historical inequities across the greater Seattle's regional landscape are likely to increase their own community experiences of social fragmentation and find that their localized efforts lack depth and therefore sustainability.

Planning that remains curious, is informed by history and regional contexts, examines large scale resolutions, and engages in interdependent problem solving produces cities that are more prepared to address the local influence of the region's increasingly complex and deep-seated concerns. This is a key connection for understanding the ways in which all western Washington communities are currently struggling with housing availability and affordability, transportation mobility, public health, and regional inequity.

## LAND USE ELEMENT

**Introduction:** Throughout the development of U.S. history, land was the central focus of growth. Today, land continues to be the foundation of progress. From the first footprints of colonial settlement to the expansion of population growth, access to land as a sustainable resource endures, making the use and development of land a core element of Comprehensive Plans. The Land Use element of the City of Kenmore's Comprehensive Plan provides context for the land through review of the City's geographic features, exploration of the history that shaped the City and community, itemizing current land use patterns, and framing the future use of Kenmore's available and redeveloped land.

**Overview:** The City of Kenmore covers just over six square miles and is situated within the area referred to as "Northshore," the northern-most part of King County. Kenmore borders the City of Lake Forest Park on the northwest, Lake Washington to its southwest, the City of Bothell to the east and parts of the northeast, and the City of Kirkland to the south. Kenmore stretches north to meet the Snohomish County line, where it borders the City of Brier. The Sammamish River connects Lake Sammamish to Lake Washington, running east-west through Kenmore, dividing the City into northern and southern halves. The river drains into Lake Washington, Kenmore's waterfront, a land use unique to cities in the region providing Kenmore with ample commercial waterfront, beachfront activities, and a seaplane base, Kenmore Air Harbor. The City also boasts over 15 distinct neighborhoods, just as many public and private open spaces, a host of regionally connected trails, community gathering spaces, a centrally located downtown corridor with mixed-use features, a private university, and a park and ride.

**Kenmore History:** The Comprehensive Plan acknowledges that its beginnings and cultural features are the background contexts that shape the understanding of Kenmore. Today's Kenmore is regionally and locally interconnected, a perspective that should the City's history should reflect. Recommendations to update the history section of the Land Use element are based on the need to develop a historical analysis that also connects to a modern, regional future.

As Kenmore works to incorporate its indigenous roots into the landscape of the City, the existing history section takes a narrow lens of Kenmore history. It aligns with U.S. historical narratives that frame Native American First People experiences by language, location, and numerical value. In contrast, settler experience includes significant intimate details, describing a connection to each other, the land, and their generation's legacies. Imagine the City of Kenmore's entire existence viewed simply in demographic details.

The historical narrative continues with identifying the ownership of forest-covered hills with little acknowledgement that owning this land came with the forced migration of the Indigenous people who lived here first. This history skips over the purpose of early settlement - the expectation to take physical ownership of the entire area under the newly formed King County. Transferring huge swaths of unceded land to private ownership required strategic and coordinated partnerships with private agencies and larger governing bodies to spread social conformity, single narratives, opaque decision-making, English-only communication, undisclosed policy actions, and of course, force.

As the City notes, the Kenmore story is the story of the Coast Salish, who continue to show resilience through advocating for their homeland and lifeways despite generations of dehumanization and persecution. The City should consider this connection when working to increase interconnected governance with tribal communities. Engaging Tribes in the policy and planning of the land in which their ancestors were forcibly removed is incongruent with the City's values. Land use policies should not overlook what it means for Tribes to provide guidance on land that was once their own.

The history section goes on to highlight road development for personal travel. It glosses over the intentions of those roads, as a transportation system, to support extracting timber for capital gain. This makes it harder to connect conversations of tree top canopies to neighborhood and road development.

The history then details Kenmore's growth, attributing the City's growth to the selling of land to developers for residential use, however the growth and ability to purchase tracts are grounded in a much wider context. People moving to Kenmore connect to a much wider national and regional history including the 1918 Seattle housing shortage, the region-wide influenza outbreak, and the national prohibition on alcohol which was heavily policed within the Seattle city limits. Federal changes to housing loan policies came in the 1930s alongside the significant expansion of homelessness via Hoovervilles (homeless encampments during the Great Depression that testified to the housing crisis of the early 1930s), and the widescale manufacturing of low-cost Model-T Fords, all of which aided population spread to the outskirts of the region, leading to the wide-scale development of residential suburbs. Kenmore's reputation for dance halls and roadhouses developed as alternative entertainment for white residents away from the region's famed jazz halls, situated in Seattle's all Black, red-lined Central District.

Creating a wider historical context and incorporating the rich history of our region provides connectivity to Kenmore's future vision. Kenmore's Comprehensive Plan update is a chance



to incorporate an authentic historical analysis and communicate the inclusiveness of this welcoming community.

**Land Use Patterns:** Kenmore's current Comprehensive Plan notes the City's priority to protect single-family neighborhoods and nuclear family experiences, as noted in its use of land zoning and goals for future development. Changes in the City's Land Use and Housing element goals and policies adopted in 2022 include policies that speak to diversity, inclusiveness and choice – including the expansion of housing choice. The City's updated vision statement also reflects those values. In March 2023, the City adopted new transit-oriented development (TOD) goals to support the HCT designation, consistent with 2022 Comprehensive Plan policies.

**New goals and policies address existing inequities:** Today, Kenmore's single-family parcels take up a little more than 55% of the land while, on the other hand, Kenmore's multi-family dwellings take up a little more than 5% of the land (with the idea that future development would simply add more density to this 5 percent). Multi-family housing is designated about the same amount of land as industrial, schools, golf course, and vacant land. Kenmore's parks and commercial areas include more land than multi-family dwellings.

"Development capacity" includes vacant, underdeveloped, and redeveloped property and land where one home might be located on larger, considered partially vacant, land. Current zoning of any remaining vacant property and assumed redevelopment of any partially vacant land will center single-family residential development with protections for the aesthetics of and connections to single-family zoning.

However, the Comprehensive Plan notes that the development of a downtown corridor intends to center *multi-family units* with increased density within walking distance to transit, cultural spaces, amenities, and services – all aligning with Commerce guidelines to increase density near transit locations. The Comprehensive Plan notes that redevelopment of developed properties can be difficult to achieve in areas that require higher density like the downtown corridor. These parcels tend to be smaller and under multiple ownership. To achieve the desired density in the downtown corridor, Kenmore recognizes that viability for redevelopment may require parcel or property consolidation.

## HOUSING ELEMENT

**Overview:** Several recent market industry pressures have influenced regional housing trends that impact Kenmore’s housing situation. First, the significant population growth across the region has increased faster than new housing development could keep pace with, causing home prices to rise, forcing many out of the real estate market into the rental market, further squeezing out housing affordability. Second is that King County’s population growth was uneven across income bands. To meet the needs of housing demands of the highest income-earners, housing developers built most new projects in service of the upper end of the housing market. What was once affordable housing has increased in price, further pushing out middle- and low-income working populations.

In 2023, House Bill 1110 amended the Washington State Growth Management Act (GMA) to require local governments and developers to increase middle housing types in areas that have been historically dedicated to single-family detached housing. These changes require local jurisdictions to examine racially disparate impacts, displacement, exclusion, and displacement risk in housing policies and regulations and adopt policies to begin to mitigate and undo such impacts.

**Introduction:** The overarching housing goal of Kenmore’s new Countywide Planning Policies (CPPs) is to “provide a full range of affordable, accessible, healthy, and safe housing choices to every resident in King County.” The CPPs direct each jurisdiction to update its comprehensive plan for:

- Preserving, improving, and expanding its housing stock.
- Promoting fair and equitable access to housing for all people.
- Taking actions that eliminate race-, place-, ability-, and income-based housing disparities.

### Existing Conditions

**Demographics:** Kenmore has a high percentage of non-Hispanic white residents (73.4%). Often the narrative for demographics are grounded in the belief that there are little to no racial considerations that need to be addressed given the dominant white population and the limited size of other racialized populations. Even with a majority white population, the City of Kenmore, like the region, is still grappling with housing supply and the disparities associated with housing opportunity that cross income levels, education levels, language access, and housing cost burdened populations. All these disparities show up in our communities because historical practices of exclusion were not limited to a singular population or the isolated location for which it was designed. The original historical laws

that created exclusion for racialized populations never accounted for the future generations that would cross racial boundaries, leaving today's governments to address geographical divestment, displacement, unemployment, poverty, and the multitude of housing concerns experienced by all populations crossing a multitude of racial boundaries.

Today a wider variety of people experience the outcomes of historical practices that created generational poverty, lack of educational attainment, lack of wealth building experiences, and geographic locations that reflect economic and social divestment (failing infrastructure, housing, education, public service amenities like water lines and roads). Today's impacts and concerns span a wider range of needs that cross economic and racialized boundaries. The lack of foresight in our forefather's imagination for how populations may shift and grow, place all populations in economic danger and potential threat of displacement.

The Comprehensive Plan refers to the "displacement risk maps" developed by Puget Sound Regional Council (PSRC) to map areas in the region where current residents and businesses are at risk of displacement as growth occurs. The plan references an area of Kenmore east of 68<sup>th</sup> Ave NE identified on the map as an area with moderate displacement risk.

The City of Kenmore should note that each of the 15 displacement risk indicators have individual implications that increase significantly when layered. Kenmore would benefit from understanding the individual and multi-layered impacts of the risks that currently exist in individual neighborhoods and collective communities.

***Race-, Place-, Ability-, and Income-Base Housing Disparities:*** To understand displacement risks, we must recognize the interconnectedness of various determinants and their collective impact on marginalized communities. The overlap and interconnectedness of the frameworks lies in the collective focus on addressing social and economic disparities. The integrated framework analysis approach enables us to identify disparities and inequities across multiple domains simultaneously, allowing for a deeper analysis of how factors like race, income, education, homeownership, and connection to place interact to shape displacement outcomes and contribute to disparities that place populations at risk.

As Kenmore considers the impact of the region's history, the City must adequately address the region's long-standing inequities through its future planning. Currently the region is experiencing significant concerns related to housing shortages, lack of affordable housing, and unmet transportation needs. Regional cities that do not adequately address historical inequities when planning for their growth may experience long-term challenges.

Failure to address historical inequities in city planning can perpetuate existing disparities and inequities. Marginalized communities, such as communities of color, low-income

communities, and communities with high concentrations of other vulnerable populations, may continue to face unequal access to transportation, healthcare, housing, and environmental resources, resulting in persistent disparities in quality of life, economic opportunities, and well-being.

- Ignoring historical inequities in city planning can result in economic inefficiencies and ineffectiveness. Limited access to transportation, healthcare, housing, and environmental resources for certain populations can hinder economic productivity and growth, limit workforce participation, and increase public health costs. This can lead to lost economic potential and reduced overall economic competitiveness.
- Communities facing environmental hazards, such as pollution or climate-related impacts, may experience increased environmental health risks and reduced resilience to environmental challenges. This can result in long-term negative impacts on the environment, public health, and overall sustainability of the city.

Cities that do not address historical inequities in their planning processes may face increased costs and challenges in the future. For example, as our region continues to address disparities and inequities retroactively, it has become clear that it is more costly and challenging than if they had been addressed proactively during the planning stage. Inadequate planning for growth can result in inefficient land use, increased infrastructure costs, and increased demands for public services, leading to long-term financial burdens for the city and its residents.

**Missing Middle Housing** is any housing development that falls between single-family homes and large apartment buildings. Types of Middle Missing housing include townhouses, duplex/triplex/ fourplex houses, cottage homes, and courtyard apartments and are typically more affordable to own or rent than single-family homes. These types of dwelling are more readily used to infill parcels within a neighborhood and size makes them less expensive to build for developers.

**MISSING MIDDLE HOUSING** refers to a shortage in the market for housing options that are more attainable by middle-income households. These households often earn too much to qualify for subsidized or low-income housing programs but struggle to afford market-rate housing in expensive areas.

To increase access to affordable housing across incomes through middle housing types, strategies can include zoning changes to allow for more housing choice, incentivizing the construction of affordable units within market-rate developments, providing subsidies or tax incentives to developers, and implementing inclusionary zoning policies that require a percentage of new developments to be affordable to middle-income households. Additionally, public-private partnerships and community land trusts can help facilitate the creation and preservation of middle housing types.

Increasing the availability of middle housing types can have several benefits for access to affordable housing across income bands:

- **Housing Range:** Increasing the availability of middle housing types helps create a more comprehensive housing continuum, covering a range of income levels. This continuum includes affordable housing options for low-income households, middle housing types for middle-income households, and higher-end housing for those with higher incomes. By addressing the middle housing gap, the housing market becomes more inclusive and responsive to the diverse needs of households across different income brackets.
- **Displacement Prevention:** Middle-income households are often at risk of being priced out of rapidly gentrifying areas. If the market lacks housing options that cater to their income level, they may be forced to move to areas with lower housing costs or face housing cost burdens. Increasing the availability of middle housing types helps retain middle-income households in desirable neighborhoods, preventing their displacement and maintaining neighborhood diversity.
- **Pricing Stabilization:** By increasing the supply of housing units that target a larger variety of incomes, the market becomes more balanced, which can help stabilize housing prices. When there is a shortage of housing options across a variety of income-earners, households may be forced to compete for limited units, driving up prices. Increasing the supply of middle housing types helps mitigate this competition and can lead to more affordable options for across multiple incomes.
- **Income Diversification:** Promoting a mix of incomes within neighborhoods contributes to the economic and social vibrancy of a community. When affordable housing options are only available to low-income households or when middle-income households are priced out, it can result in homogenous neighborhoods with limited socioeconomic diversity. By providing middle housing types, cities have a better opportunity for a diverse range of incomes to coexist, fostering more inclusive communities.
- **Workforce Proximity:** Affordable housing options that cater to middle-income households can enhance resident proximity to core services, civic structures, and transit. When housing options are more affordable and accessible to various income earners, they can live closer to employment centers, schools, and transit reducing commuting times and expenses. This can have positive impacts on both the individuals and the local economy, as it promotes productivity, reduces traffic congestion, and supports local businesses.

## D. RECOMMENDATIONS FOR KENMORE COMPREHENSIVE PLAN

### 1. Develop a wider historical context.

- a. Center a variety of experiences, not just the founders. We tend to center a frame of reference from those who were able to document their early Kenmore experiences. Those who were not part of this documentation get expressed by the documenter's viewpoint. Kenmore's historic and current narrative would be bolstered by including a variety of perspectives such that all see themselves in the history, especially as Kenmore continues to develop their tribal relations (i.e.: giving a community space its original Lushootseed name).
- b. Incorporate an understanding of historical zoning practices on today's housing affordability.

### 2. Understand the combinations of risks associated with displacement: The Puget Sound Regional Council (PSRC) has developed a displacement index based on 15 indicators that lead to displacement. While factors such as population size, demographics, employment sectors, education levels, and local policies shape the characteristics and dynamics of a city, combinations of the following factors in a single area can contribute to risks associated with displacement.

#### a. Housing Displacement Risks

- i. *Housing Tenancy*: Renters are at higher risk of displacement because they have less control of their housing situations given the nature of renting situations such as shorter leases, potential for increase rent, less options available for late payments, and inconsistencies or fluctuations of rental prices. The number of renters within an area is an important factor to consider when itemizing investment opportunities, as these households are vulnerable to displacement if rental prices become unaffordable.
- ii. *Median Rent*: When we compare the region's median rent to a city's median rent, we see the potential for displacement to happen. If Kenmore's median rent is higher than the region, then the middle-income residents are pushed out, which creates a displacement risk.
- iii. *Household Income*: Examining income levels can help identify disparities and income inequality within a city. Income alone does not capture all aspects of quality of life, but understanding income distribution patterns can inform policymakers about areas that require targeted interventions to address inequity.
- iv. *Income Proximity and Distribution*: Cities with significant income disparities may experience social challenges, including limited social mobility, unequal access to

resources, and disparities in education and healthcare outcomes. High-income levels are often associated with cities where the cost of housing, goods, and services tends to be higher. Areas with lower incomes (80% AMI) that abut neighborhoods with higher incomes (120% AMI) can highlight areas for examination.

- v. *Housing Cost Burdened*: As living costs increase around the region, the financial impact placed on cost-burdened households increases the pressures forcing households to move to more affordable locations.
  - Households are burdened by housing costs if they spend more than 30% of their income on housing costs.
  - Households are *severely* burdened by housing costs if they spend more than 50% of their income on housing costs.

Housing costs include mortgage payments and property taxes (for homeowners), rent (for renters), utilities. Households with incomes under 80% AMI with housing costs 30% or greater are at even greater risks for displacement. The number of cost-burdened households and number of severely cost-burdened households affects displacement as households have less money to cover living costs or recover from financial events.

b. Land Use Displacement Risks

- i. *Development Capacity*: Policy makers should account for the Kenmore's distribution of development capacity to plan for the necessary infrastructure, services, and amenities to support new residential development. When this distribution is limited or zoned, capacity cannot be realized, City leaders should consider the distribution equity of investment, allocation, and distribution of infrastructure, services and open spaces among new development in response.
- ii. *Resident Proximity*: Residential proximity to goods, services, and transit mitigate displacement risks.
- iii. *Proximity to Core Business*: Proximity to core businesses that affect residents' lives fosters a sense of convenience, community, and investment as their network and support experience. This proximity provides residents with familiarity, established routines, and relationship to their community. The more space between residents and community connections, the less invested residents feel to the places in which they live, and the less likelihood businesses and community become rooted.
- iv. *Proximity to transit*: Residential proximity to transit provides access to reliable and efficient transportation allowing residents to move throughout the City and beyond without owning a private vehicle. This provides better options for commuting to work, and access to education, healthcare, groceries, and other

essential services. Continue to partner with transit agencies to ensure funding of continued and new funding routes near current and residential developments.

- c. Demographic Displacement Risks Demographic risks are only one aspect of a neighborhood's displacement risks overall profile. Many other factors about a household or neighborhood must be incorporated to obtain any analysis of displacement.
  - i. *Income*: While residential income level provides valuable insights, alone, it provides little information about the possibility of displacement.
  - ii. *Education Level*: Areas with higher concentrations of individuals without a bachelor's degree may be more vulnerable to economic changes and shifts in neighborhood dynamics. If industries or businesses experience decline or restructuring, it can lead to job losses or reduced employment opportunities, potentially resulting in housing displacement as residents struggle to maintain stable incomes and afford housing.
  - iii. *Race – Black, Indigenous, People of Color (BIPOC)*: The presence of BIPOC alone is not an indication of displacement risk. It is important to recognize that the associations between displacement risk and race developed alongside other indicators such as education level, income, and socioeconomic status because of generations of exclusion from the systems that create opportunity and success. While these barriers may not exist the same way now, the presence of exclusion in one of these systems works to perpetuate displacement. People have not failed – rather history has failed people by historically blocking access to land ownership and therefore opportunities that build wealth. BIPOC people have not yet recovered from a history in which displacement is a looming risk.
  - iv. *Linguistic Isolation*: People want to be together. When there's a community made up of 5% or more people who speak languages other than English, they usually want to plant roots in a community where there are others who speak the same language or look like them. Once they are rooted, the next step is integrating across multiple languages and cultural differences. If people cannot afford to establish these roots, it can lead to displacement.



**3. Develop an investment strategy that prioritizes investing in people and places that need stabilizing first, rather than centering distribution by population.**

- a. Focus on population and people, followed by stability of place. Investment is applied to community infrastructure, but rarely applied to the populations within those communities.
- b. Focus on City-funded housing in areas with high displacement risk to prioritize prospective tenants who have longstanding links to the neighborhood
  - i. Kenmore should continue to support these efforts through current strategies such as:
    - Property Tax Relief for Seniors and People with Disabilities - Programs which provide property tax limits, relief, and assistance for those who qualify.
    - City of Kenmore's Planning Initiatives, including the Housing Strategy Plan and Manufactured Housing Communities.
    - Kenmore has adopted tenant protection regulations. However, as the State does not permit rent control, there is no ability to control the amount of rent increase which is a continuing issue all jurisdictions face. Community has indicated that pricing stabilization is a city priority. Rent stabilization in Kenmore will require an investment in the *people potential* as well as the *place potential*.

**4. Establish an equitable approach to population growth.** Incorporate considerations for historical impacts on today and how that has shaped marginal populations' access to opportunities.

- a. Understand that all marginalized populations can have opportunities to improve their quality of life resulting in thriving populations.
- b. View all policy, programs, and investments through a racial equity and social justice lens. Growth strategies would view current neighborhood and community levels as indicators of potential displacement. View these communities through the historic lens of practices resulting in economic divestment to create stronger communities and increase equitable access to opportunity for everyone.
- c. Focus on those *most impacted* to learn about specific barriers and challenges. Jurisdictions often believe that focusing on one segment of the population is an inequitable practice. Yet across history, jurisdictions have always done just that, centering the dominant populations within communities. While these populations may in fact have the most (and louder) voices, their lived experience is ineffective for Kenmore to understand the greatest community needs and challenges.

- d. Apply Targeted Universalism within growth approaches – meaning set universal goals and use targeted processes to achieve those goals. Within a targeted universalism framework, Kenmore would set universal goals for all groups concerned. Then the strategies developed to achieve those goals would be targeted to different groups—based on how different groups are situated within structures, culture, and across geographies—to obtain the universal goal.
- e. Center Health as a determinant of equitable sustainability.
  - i. Focus on building density that supports health equity.
- f. Recommendations for multimodal transportation reporting:
  - i. Build a transportation system that is equitably distributed and brings all multimodal travelers through areas of density and connectivity, and transit spaces that correspond to cultural, business, civic, and community associations (such as the downtown corridor).

## **5. Take a regional approach to population growth and housing.**

- a. Recognize Kenmore’s collective responsibility in mitigating the outcomes of an inequitable history. The indicators of social, physical, and economic well-being are inequitably distributed within our region. Without government intervention, these inequities will continue to persist and eventually permeate Kenmore neighborhoods and housing.
- b. Recognize that if the City of Kenmore could get to equitable outcomes through current practices, it would have done so already. Kenmore will need to acknowledge that the large-scale impact of history and public systems has shaped regional inequities. The City’s approach will demonstrate the region’s historical and current impacts that currently impact Kenmore communities.
  - i. Kenmore should continue working with regional networks such as:
    - *A Regional Coalition for Housing (ARCH)* - Created by cities in East King County, this organization assists member cities (like Kenmore) with developing and administering local affordable housing programs.
    - *National Fair Housing Alliance* - NFHA works to eliminate housing discrimination, ensuring equal housing opportunity for all people.
    - *Plymouth Housing Group* - Plymouth Housing’s mission is to eliminate homelessness and address its causes by preserving, developing, and operating safe, quality, supportive housing and by providing adults experiencing homelessness with opportunities to stabilize and improve their lives.

- c. Support community-led organizations that are combating displacement and helping small BIPOC businesses respond to economic disruptions such as the COVID-19 pandemic.
- d. Address and reform zoning laws and practices to promote equity, inclusion, and sustainability to advance more just and equitable urban environments. This may involve revising zoning regulations to promote affordable housing, reducing exclusionary practices, promoting environmental justice, and ensuring equitable access to amenities and resources across different Kenmore neighborhoods.

**6. Consider public health equity with displacement risks.**

- a. Apply neighborhood level public health practices, including spreading out community resources across neighborhoods.
- b. Continue to Develop Transit-Oriented Housing Opportunities: Kenmore's established TOD aligns with commerce guidelines to build denser residential near transit. TOD is a housing development within a short distance (one-quarter mile) to a transit center and is a popular development approach in King County due to the increase in light rail train station development and bus rapid transit. TOD can reduce household costs significantly allowing residents to be closer to opportunities without needing access to a vehicle.

**7. Deepen equity considerations within community engagement.** Employ the Equitable Engagement Assessment Framework.

## E. APPENDIX: REFERENCES

## F. APPENDIX: CITY OF KENMORE COMPREHENSIVE PLAN: LAND USE GOALS

## G. APPENDIX: CITY OF KENMORE COMPREHENSIVE PLAN: HOUSING GOALS

## H. APPENDIX: PSRC REGIONAL HOUSING STRATEGY GLOSSARY OF TERMS

## I. APPENDIX: EQUITABLE ENGAGEMENT ASSESSMENT FRAMEWORK

## APPENDIX E. REFERENCES

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# City of Kenmore Comprehensive Plan: Land Use Goals

## GOAL 1. ENHANCE KENMORE'S QUALITY OF LIFE AS A PLACE FOR PEOPLE OF ALL AGES TO LIVE, RAISE CHILDREN, RECREATE, WORK, SHOP, AND SOCIALIZE.

- OBJECTIVE 1.1 Provide a community atmosphere that is friendly and inclusive, supporting diversity and fostering a sense of belonging and pride in all residents.
- OBJECTIVE 1.2 Promote the mental and physical health of all community members.
- OBJECTIVE 1.3 Endeavor to provide a complete community, compatible in character and design, containing housing, shops, work places, schools, parks, civic facilities, and community services.
- OBJECTIVE 1.4 Encourage the availability of healthy, affordable, culturally acceptable food for all community residents
- OBJECTIVE 1.5 Maintain and enhance all residential neighborhoods by improving infrastructure and walkability, and establishing appropriate site development standards.
- OBJECTIVE 1.6 Create a climate that fosters business creation and retention that positively contributes to the City's quality of life.
- OBJECTIVE 1.7 Identify and prioritize properties for public acquisition and use.

## GOAL 2. PROVIDE FOR ORDERLY DEVELOPMENT.

- OBJECTIVE 2.1 Implement the Comprehensive Plan Land Use Map.
- OBJECTIVE 2.2 Prepare clear development regulations consistent with the Comprehensive Plan.
- OBJECTIVE 2.3 Establish a system of densities and development standards that allows for efficient infrastructure and service delivery while protecting environmental resources and ensuring compatibility between different building types.
- OBJECTIVE 2.4 Coordinate land use, road, and utility planning
- OBJECTIVE 2.5 Encourage development on properties with existing or planned public services and utilities.
- OBJECTIVE 2.6 Require adequate transitions between land uses of differing intensities and between development and environmentally sensitive areas.
- OBJECTIVE 2.7 Participate in joint planning of services and utilities with special districts, private service providers, neighboring municipalities, King County and Snohomish County, and the State of Washington.

## GOAL 3. SUPPORT DEVELOPMENT OF KENMORE'S DOWNTOWN AS A KING COUNTY COUNTYWIDE GROWTH CENTER.

- OBJECTIVE 3.1 Take action to support Downtown Kenmore's candidacy as a King County Countywide Growth Center--a place to equitably concentrate jobs, housing, shopping, and recreational opportunities.

## GOAL 4. IDENTIFY, PRESERVE, AND ENHANCE THE CULTURAL RESOURCES OF KENMORE.

- OBJECTIVE 4.1 Promote and support visual, literary, and cultural arts and activities in the community.
- OBJECTIVE 4.2 Promote the preservation of significant historic and archaeological sites and structures.
- OBJECTIVE 4.3 Encourage local activities which promote the community's history.





KENMORE 2044



KENMORE 2044

# Regional Affordable Housing Task Force Action Plan for King County – Goals

The Action Plan includes seven goals, with strategies to achieve the goals, and actions to implement the strategies. Goals include: Increase construction and preservation of affordable homes for households earning less than 50% area median income; prioritize affordability accessible within a half mile walkshed of existing and planned frequent transit service, with a particular priority for high-capacity transit stations; preserve access to affordable homes for renters by supporting tenant protections to increase housing stability and reduce risk of homelessness; and promote greater housing growth and diversity to achieve a variety of housing types at a range of affordability and improve jobs/housing connections throughout King County.

## City of Kenmore Comprehensive Plan: Housing Goals

### **GOAL 1. PROMOTE AND MAINTAIN STRONG, DIVERSE, EQUITABLE, AND INCLUSIVE RESIDENTIAL NEIGHBORHOODS.**

- OBJECTIVE 1.1 Encourage repair and maintenance of existing housing.
- OBJECTIVE 1.2 Support housing stability through tenant protections for renters.
- OBJECTIVE 1.3 Prioritize and plan for the retention of existing residents when considering zoning changes or capital projects. In particular consider impacts on marginalized people, with a particular focus on Black, Indigenous, and People of Color communities.
- OBJECTIVE 1.4 Promote safe, physically accessible, well maintained, and well-designed residential environments with associated open spaces.

### **GOAL 2. PROVIDE HOUSING OPPORTUNITIES IN KENMORE FOR PEOPLE WITH SPECIAL NEEDS.**

- OBJECTIVE 2.1 Provide opportunities for the development of short-term and permanent housing for people with special needs.
- OBJECTIVE 2.2 Support and promote community facilities and programs that are important to the safety, health, and social needs of residents.

### **GOAL 3. PLAN APPROPRIATE LAND USE DESIGNATIONS AND ZONING CATEGORIES TO ACCOMMODATE PROJECTED HOUSEHOLD GROWTH.**

- OBJECTIVE 3.1 Plan for an adequate supply of land to accommodate projected household growth.
- OBJECTIVE 3.2 Identify and support Kenmore’s Downtown as a center for commercial, civic, cultural, park, and higher density housing uses and activities consistent with its designation as a Countywide Growth Center.

### **GOAL 4. MAKE ADEQUATE PROVISIONS FOR A PROPORTIONATE AMOUNT OF THE EXISTING AND PROJECTED COUNTYWIDE NEED FOR HOUSING AT ALL INCOME LEVELS.**

- OBJECTIVE 4.1 Encourage retention of the existing housing stock in Kenmore as a source of affordable housing.
- OBJECTIVE 4.2 Adopt programs and regulations that support housing affordable to extremely low-, very low-, low-, and moderate-income households, comparable to the countywide need.
- OBJECTIVE 4.3 Provide zoning and development standards that integrate affordable housing compatibly into the community.



KENMORE 2044



KENMORE 2044

**GOAL 5. ACKNOWLEDGE THE HISTORICAL INEQUITIES THAT LIMITED THE ABILITY OF ALL RESIDENTS TO LIVE IN THE NEIGHBORHOOD OF THEIR CHOICE AND WORK TO REDUCE DISPARITIES IN ACCESS TO NEIGHBORHOODS WITH GOOD SCHOOLS, PARKS, AND OTHER AMENITIES.**

- OBJECTIVE 5.1 Promote fair housing for all persons regardless of race, gender identity, sexual identity, ability, use of a service animal, age, immigration status, national origin, familial status, religion, source of income, military status, or membership in any other relevant category of protected people.



# REGIONAL HOUSING STRATEGY



## Housing Glossary

Housing is a complex topic riddled with jargon. The following glossary provides definitions for commonly used terms. The glossary is divided between general key terms, and tools and incentives commonly used to promote housing development and/or affordability.

### Key Terms

*Accessory dwelling units (ADUs):* An ADU is a small, self-contained residential unit built on the same lot as an existing single family home. ADUs may be built within a primary residence or detached from the primary residence.

*Affordable housing:* Commonly defined in terms of housing costs as a percentage of household income. Housing is considered unaffordable when a household's monthly housing costs exceed a certain threshold – most commonly 30% of gross income – thereby reducing the budget available for basic necessities and other household expenses.

*Area Median Income:* The household income for the median, or middle, household in a city, county or region. The U.S. Department of Housing and Urban Development calculates median income for each metropolitan region. These are used to determine income limits for government affordable housing programs.

*Low-income household* means a single person, family, or unrelated persons living together whose adjusted income is at or below eighty percent of the median household income adjusted for household size, for the county where the household is located, as reported by the United States department of housing and urban development.

*Very low-income household* means a single person, family, or unrelated persons living together whose adjusted income is at or below fifty percent of the median household income adjusted for household size, for the county where the household is located, by the United States department of housing and urban development.

*Extremely low-income household* means a single person, family, or unrelated persons living together whose adjusted income is at or below thirty percent of the median household income

adjusted for household size, for the county where the household is located, as reported by the United States department of housing and urban development.

*Below market-rate:* Below market-rate housing units are subject to rental price limits imposed by state or local affordable housing programs or incentives. For example, the US Department of Housing and Urban Development publishes rent limits for its affordable housing programs based on the household income that the units serve.

*Cost burden:* A household is considered cost burdened if it pays more than 30% of its income on housing. This includes rent or mortgage payments, and utilities. A household is considered severely cost burdened if it pays more than 50% of its income on housing.

*Displacement:* The involuntary relocation of current residents or businesses from their current residence. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical displacement is the result of eviction, acquisition, rehabilitation, or demolition of property, or the expiration of covenants on rent- or income-restricted housing. Economic displacement occurs when residents and businesses can no longer afford escalating housing costs. Cultural displacement occurs when people choose to move because their neighbors and culturally related businesses have left the area.

*Equitable Development/Equitable Growth:* Public and private investments, programs, and policies in neighborhoods to meet the needs of marginalized populations and to reduce disparities, providing access to quality education, living wage employment, healthy environment, affordable housing and transportation.

*Housing affordability:* Refers to the balance (or imbalance) between incomes and housing costs within a community or region. A common measurement compares the number of households in certain income categories to the number of units in the market that are affordable at 30% of gross income.

*Housing need:* The amount of housing needed to ensure there are affordable, accessible, healthy, and safe housing choices for all residents. Need is often expressed as the number of units needed a various income thresholds.

*Jobs-Housing balance:* A planning concept which advocates that housing and employment be located closer together, with an emphasis on matching housing options with nearby jobs, so workers have shorter commutes or can eliminate vehicle trips altogether.

*Mobile homes:* The supply of mobile home park housing has declined in some jurisdictions as a result of redevelopment pressures. Jurisdictions may protect mobile home housing by zoning classifications or standards, enacting mobile home park conversion ordinances, or exempting mobile homes relocated due to park closures from having to comply with new building regulations. Jurisdictions can also allow for individual manufactured homes on single family lots along with appropriate design standards.

*Market-rate:* Market-rate housing units are those whose price is determined by market factors like supply and demand, as opposed to price limits imposed by state or local affordable housing programs.

*Middle density (“missing middle”) housing:* A range of housing types – from duplexes to townhomes to lowrise multifamily developments – that bridge a gap between single-family housing and more intense multifamily and commercial areas. The relatively small share of these housing types is sometimes called the “missing middle.”

*Mixed-use:* Mixed-use development is an example of flexible zoning where various land uses are combined within a single building, development or district. For example, residential dwellings may be located vertically above retail stores, or located horizontally on the same site as commercial uses.

*Special needs housing:* Housing arrangements for populations with special physical or other needs. These populations include: the elderly, disabled persons, people with medical conditions, homeless individuals and families, and displaced people.

## **Tools & Incentives**

*Cluster developments:* Cluster subdivisions or developments confine development to the most suitable portion of a building site in compact layouts, e.g. smaller lots. This can lead to greater land efficiency, lower infrastructure development and maintenance costs, lower site grading and drainage costs, and greater preservation of open space and natural features.

*Cottage housing:* This refers to a grouping of small, single family dwelling units clustered around a common area and developed with a coherent plan for the entire site.

*Density bonuses or incentive zoning:* These are voluntary incentives that allow developers to build at higher than allowed densities if a specified number or percentage of affordable units is included in the development. Such a program may be designed to allow developers to contribute to an affordable housing fund in lieu of building the affordable units.

*Fee Reduction:* Since impact, mitigation or other permitting fees can have a negative effect on the construction of affordable housing, some jurisdictions have enacted measures to reduce or waive such fees for projects that include affordable housing units.

*Inclusionary zoning:* Ordinances may require developers to set aside a percentage of the units in housing developments for low- and moderate-income residents. Most inclusionary housing programs offer density bonuses or other incentives to offset the developer’s project costs and compensate for providing affordable units, which may otherwise yield reduced profits. This approach enlists private sector help in contributing to the affordable housing supply, and reduces segregation of affordable and market-rate housing.

*Micro units:* Micro units or apodments are small housing units that typically feature a sleeping rooms (usually under 300 square feet) with a private bathroom. The units grouped together in arrangements of up to 8, with a shared kitchen or common area.

*Multifamily tax exemption (MFTE):* RCW 84.14 provides for special valuations in residentially deficient urban centers for eligible improvements associated with multifamily housing, which includes affordable housing. When a city defines residential target areas within an urban center, and allows for applications

for the exemption, approved project sites are exempt from ad valorem property taxation for a period of eight to 12 years. A greater number of exempt years is possible where a certain percentage of low-income housing is provided.

*Permitting priority:* Priority processing of land use and construction permits is most effective when used selectively, such as an inducement to develop a particular type of housing the market is not currently producing. If priority processing is offered as an incentive to develop low-cost housing, the jurisdiction should establish a means of ensuring the housing is actually occupied by persons in need of low-cost housing and the housing remains affordable for an extended period of time.

*Planned unit/residential development (PUD/PRD):* PUD/PRD regulations allow for flexibility in design of residential communities in exchange for public benefits. PUDs/PRDs may offer a mix of dwelling types (detached, duplex, or multifamily), mix of land uses (residential and neighborhood commercial), and density bonuses to help underwrite the cost of low-income housing.

*Planned Action EIS:* The goal of a programmatic environmental review is to simplify and expedite review of individual projects. By doing an environmental review for an entire neighborhood, individual projects consistent with the neighborhood plan would not need separate environmental review. Planned Action EIS's are typically more detailed and seek to streamline environmental review for development consistent with a Planned Action Ordinance and EIS. Planned actions would not require additional SEPA review, nor be subject to SEPA appeal procedures.

*Preservation of existing affordable units:* Preserving and enhancing existing dwellings allows a community to retain its most affordable housing. Preservation programs can address housing repair needs and weatherization, among others.

*Public land for affordable housing:* This strategy encourages public land grants or sale of parcels at below market value to developers of affordable projects. Parcels may include surplus or underutilized public properties, as well as vacant, abandoned and tax-delinquent private properties acquired through purchase or tax foreclosure.

*Pursue funding for housing:* This includes applying for grants and other funds from the US Department of Housing and Urban Development, the US Department of Agriculture, the State of Washington Department of Community, Trade, and Economic Development, and other public sources, private funding from nonprofits and foundations.

*Reduced parking requirements:* Jurisdictions can minimize the cost of parking requirements by adjusting stall sizes, by allowing tandem parking, by tying parking requirements by the number of bedrooms per unit, and by reducing requirements for housing types with less need for parking, such as lower income and elderly households or housing complexes which have transportation demand management programs (e.g., bus passes, shuttle bus service, etc.).

*Relocation assistance:* This is a displacement mitigation strategy that provides resources for households that are being displaced to enable them to find a new place of residence. Relocation assistance often includes financial compensation paid by the property owner and/or the city.

*Renter protections:* This is a displacement mitigation strategy provides greater protections to tenants. This could include increasing the requirements for notice of eviction or rent increases, requiring that the property owner provide a cause for evictions, or providing legal assistance to tenants being evicted.

*Transfer of development rights (TDR):* A TDR program relocates development potential from one property to another. Buying these rights generally allows the owner of the receiving site to build at a higher density or height than ordinarily permitted by the base zoning. These transactions can be used to help preserve affordable housing on the sending site.

*Zero lot line:* Zero lot line houses are sited on one side lot line and sometimes on the rear or front lot line to maximize the available yard space. Placing the house on one of the side lot lines doubles the amount of useable space on the other side.

*Staying in place assistance:* This displacement mitigation strategy provides resources to help vulnerable households remain in their home. This could include emergency financial assistance or home repair programs.

*Glossary Sources:* The following agencies and their various reports were consulted for the glossary: A Regional Coalition for Housing; Municipal Research and Services Center of Washington; PSRC, Regional Housing Strategy Working Group; Snohomish County Tomorrow; VISION 2050; and U.S. Department of Housing and Urban Development.



KENMORE 2044



KENMORE 2044

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## Equitable Engagement Assessment Framework

City of Kenmore – Missing Middle Housing

*June 9, 2023*

### FRAMEWORK OVERVIEW

General engagement tools are designed to ensure that a wide range of stakeholder knowledge and experience are shared and incorporated into the services that affect them. Community engagement is an essential element of good governance, providing better understanding of the unique challenges faced by and experiences of different groups in the community. Through community engagement, we can understand the needs of different populations and are able to implement more effective, supportive, sustainable, and targeted solutions.

This framework and tool provide a structure to assist in evaluating the equity components of an engagement process. Engagement tools that lead with an equity lens promote inclusive, transparent, and meaningful engagement of all community stakeholders, while centering our most vulnerable populations, specifically those who are most often overlooked because of current barriers resulting from a history of systematic exclusion.

This tool provides ways to approach engagement equitably and considerations and tips for adapting it to different contexts and situations. Interdependent and iterative steps explore the equity needs of a specific engagement process, at a particular point in time. The framework has been developed to support increasing connection between activities during the same phase and are linked across phases. The process builds from one activity to the next, providing practice for reflection, awareness building, and knowledge development. The reflection step allows for adjustments throughout the process. The steps can be used for multiple purposes, individually or in a nonlinear sequence; however, following them in order allows earlier steps to build on each other and provides the foundation for evaluating equitable engagement.

This guide is a resource for all City of Kenmore staff seeking to increase the equity of engagement, from public-facing employees and engagement teams to planners, practitioners, and decision-makers. Effectively evaluating the equity of community engagement processes increases the likelihood that

resulting policies, programs, and investments will increase marginalized members' political voice and support their full opportunity to live and thrive in the Kenmore community.

This framework, used as a toolkit, begins with preparing a full picture of the project, followed by defining the multiple stakeholders and their competing needs, and then completed by debriefing the multiple phases and tactics of your engagement. This framework is designed for large or small teams and projects. It is intended to be adaptable to multiple situations and flexible enough to support course correction given new or emerging awareness throughout the engagement process. Regardless of the level of formality in engagement approach, this evaluation tool can support teams in defining:

- The key stakeholder (people who are directly impacted) voices which must be engaged for a credible process.
- The main stakeholder needs, concerns, issues, and interests.
- The decision-making process and milestones.
- The level of input from stakeholders, and who can help shape the decisions.
- Issues or constraints that may affect engagement participation.

## APPLYING THIS FRAMEWORK

Assessing engagement is about gathering facts and insights about the engagement tactics which will help to drive equitable change. **It is not about right or wrong.** At its core, evaluation centers dialogue, reflection, learning, and improving. Underlying these concepts is a way of thinking about expected results, how results can be achieved, and what data or evidence are needed to inform future actions to improve results.

This framework consists of two phases. In Phase I, teams document the project and engagement effort profile. Phase I supports individuals and teams to define the engagement landscape, consider the diversity of stakeholders affected and overlap of stakeholders' various needs and concerns, and identify types of engagement are possible with the available resources.

Phase I in this tool is important to build a cohesive group understanding. The key components to creating this understanding comes from answering the six questions below:

- How does the City of Kenmore define the problem or decision?
- Who, which group or individuals, has final decision authority?
- Who makes up the full landscape of stakeholders who are affected by the decision and the associated issues and concerns?
- What are the constraints? (e.g., regulations, resources, timelines).
- What are the available resources, including staff capacity, to conduct public participation?
- What level of public participation is the agency expecting or hoping for?

Phase 2 introduces worksheets which encourage users to think critically about applying equity efforts in the engagement. Users are also encouraged to think critically about the profile information as it applies to the type of engagement completed and the populations that may have historically been marginalized or underserved.

There is often confusion and misuse regarding the meaning behind the terms “marginalized” and “underserved.” It is important for the City to be clear on its meaning when discussing these populations and aware of the implications and history behind each term. Below are definitions and other terms which should be used carefully and thoughtfully when describing these populations.

**Disproportionately impacted:** Disproportionately impacted people are affected more, and more often, than others by harmful government action. Systemic inequity is embedded in multiple systems resulting in large-scale structural harms that are compounded and cause multilayered barriers across generations and geography.

**Marginalized:** Marginalization devalues the needs of overlooked, underserved, seldom heard, and underrepresented populations to an extent that their needs are secondary or disregarded in comparison to those of socially dominant populations.

**Overlooked:** Overlooked populations include people in communities that decision-makers have historically devalued and still do not consider in decision-making today.

**Seldom heard:** Seldom heard populations include people whose voices are historically misunderstood or disregarded and therefore do not often speak up, and when they do, their input does not meaningfully impact systems, resulting in a disengagement of the populations because of repeated failed efforts and experiences of broken trust.

**Underserved:** People who are underserved do not have their needs addressed adequately. Decision-makers repeatedly fail to resource these communities while a corresponding counterpart population may be overserved.



## PHASE I: SETTING PROJECT PROFILE

### PROFILE BASELINE 1: PROJECT SCOPE AND GOALS

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**PURPOSE:** Set the baseline for the project you intend to evaluate.

**OVERVIEW:** Completing this project profile and baseline provides situational awareness of project efforts. The information assists teams in responding to the needs and interests of both the decision makers and external stakeholders. It also contributes to a shared understanding of the issues addressed by the project and the role of engagement in the decision process.

**DIRECTIONS:** Begin setting the project profile by answering the questions below about key elements of the project scope and goals. This includes framing both the known and unknown project expectations, limitations, and purpose.

#### Set the Profile Baseline for the Project:

1. About the project:
  - a. What is the name of the project?
  - b. Define the project.
  - c. Why is the City of Kenmore moving this project forward?
  - d. What hopes does the City have for this project's outcome?
  - e. What teams, divisions, and departments are connected to the project?
  - f. Who are the decision-makers? Are they internal or external or a combination of both?
  - g. Who will inform the project?
  - h. Who will be doing the work?
  - i. What issues may block or prevent the project from moving forward?
  
2. What is the overall timeline?
  - a. What is the timeline allotted for community engagement?
  - b. What internal or external needs drive the timeline schedule?
  - c. How flexible is the timeline schedule?
  - d. What are key milestones for decision?
  
3. What is the budget for community engagement?
  - a. How is the budget allocated to fund the project? How is the project budget being broken down between the different project elements?

- b. What level of engagement was planned for compared to what was provided?
  - c. How much will the engagement cost, including any compensation for participants?
4. What are the project impacts on the community?
- a. In which communities do you anticipate the project impacts may be burdensome?
  - b. In which communities do you anticipate the project will increase opportunity?
5. Frame the overall guidance that the City of Kenmore is seeking from the community.
- a. Which communities' feedback was crucial to project implementation?
  - b. How was this information used and in what way is it reflected in the decision-making?
6. What are the details the City of Kenmore asked the community to focus on?
- a. Which aspects of those details are the community able to influence?
  - b. Which decision-making points are the community able to influence?

## PROFILE BASELINE 2: DEFINE COMMUNITIES IMPACTED

**PURPOSE:** This section helps you to better understand the interlocking and overlapping social and political environments in which you engage stakeholders, as well as their competing priorities, interests, and influence on your program.

**OVERVIEW:** All organizations are affected by the larger environment in which they operate. Understanding how that ecosystem functions and where the City of Kenmore is situated within that system are critical questions for leadership and staff to answer. Spheres of Accountability, Influence and Action<sup>1</sup> is a framework that separates partners and stakeholders into an accountability matrix that provides the City of Kenmore with an understanding of how to prioritize to implement equity approaches. Changes to community structures, shifts in funding sources, and the considerations within the public policy environment affect — either positively or negatively — Kenmore’s ability to carry out and sustain its equitable approaches. It is important that City of Kenmore understand the multiple roles and avenues that offer potential support, even within conflicting priorities and contradicting associations.

The illustration to the right represents a network model that could support how the City of Kenmore frames and categorizes stakeholders, partners, and community relationships for action, influence, and accountability. These spheres can be arranged in different ways but need to clearly identify expectations for how the City will address competing internal interests, inter-governmental interests, business and funding priorities, partner priorities, the interest of communities historically and socially excluded, and community advocate interests.



**DIRECTIONS:** Below are descriptions of each sphere. As a team, take a few minutes to think about the public facing work of the City of Kenmore. To the best of your ability, imagine the places, faces, events, and experiences you have had as it relates to your work. Recall those who you build, partner, and contract with. Think about your projects, staff, clients, communities, neighborhoods, and networks. Think about the relationships, alliances,

<sup>1</sup> This model was created by the author during her time with the City of Seattle.

associations, referral agencies, and volunteers. The partnerships, governments, commissions, community donors, funders, clients, and associations.

1. Begin to identify the individuals, groups, people, networks, agencies, populations, communities, and associations that you think fit within each of the spheres. Expect overlap. Connect with your team or a group of colleagues and discuss your views, thoughts, and perceptions. Additionally consider how your positionality, institutional authority, and social identity shape your reflections and viewpoints. If you find that it does not shape your views, discuss this experience with your team also.

### **Authority and Compliance Sphere**

The Authority and Compliance Sphere considers accountability to internal requirements such as strategic plans, contracts, funding requirements, legal compliance, organizational values and expectations, legislation that defines, documentation and transparency, channels of communication, assignment, decision-makers, legal budgets, etc.

*Name the multiple groups in this sphere.*

### **Partner and Policy Sphere**

The Partner and Policy Sphere considers the multiple relationships between the City of Kenmore and other governments, policy makers, and policy environments. The information shared between these partnerships often implicitly undergird engagement activities or impact the transparency of information and communication.

*Name the multiple groups in this sphere.*

### **Contracted and Funded Sphere**

This sphere considers the accountability City of Kenmore has to businesses and entities where money is contracted or exchanged. Generally financial exchanges and agreements include pre-existing and documented requirements that each party is responsible for carrying out.

*Name the multiple groups in this sphere.*

## **General and Community Sphere**

While many communities are defined according to their shared identities, interests, needs, or circumstances, the “General” Community Sphere is largely defined by geography. This indicates that the shared identity and values center neighborhood boundaries or neighborhood shared spaces. The general community most often does not hold an understanding or awareness of institutional inequity or systemic injustice and should not be considered under identity populations.

*Name the multiple groups in this sphere.*

## **Equity Advocacy Sphere**

The various types of partnerships that advocate for and support the communities most impacted. These networks can be formal or informal groups or organizations that advocate for individuals and populations that have historically been excluded, underserved, and under resourced.

*Name the multiple groups in this sphere.*

## **Most Impacted Sphere**

Communities most impacted by structural inequity include BIPOC, low-income populations that intersect with additionally marginalized communities including gender, disability, immigrant and refugee populations, LGBTQ communities, homeless or insufficiently housed populations, and other historically and socially alienated or sidelined communities. This sphere is not often considered as part of the larger discussion regarding stakeholders, yet groups and communities within this sphere are specifically the most important stakeholders as they are the sphere that will experience the greatest impacts and outcomes of City processes.

*Name the multiple groups in this sphere.*

**Formal and Informal Support Sphere**

Family and social support services that aid structurally overburdened and disadvantaged populations by providing a range of housing, homeless, food, childcare, health care, employment, and income support services. These systems help fill the gaps for people who can't access or afford basic needs — or who may even be excluded from or harmed by community activities and interests that are taking place around them.

*Name the multiple groups in this sphere.*

2. Consider what community information the project team already has access to. Because resources are finite, it is important that your engagement team does not replicate efforts to gather data that may already be available to you through other means. Multiple communities in Kenmore have already shared much of feedback and data needed for your project in other spaces such as in survey responses, public comments, listening sessions, engagement forums, council testimony, interviews, report outs, and toolkits.

Using the spheres and lists of stakeholders you developed, identify the information you may already have regarding the interests, values, goals, needs, and claims of groups in each sphere that have already been relayed to the City of Kenmore. Begin to gather and identify the issues, values, goals, and considerations within the multiple spheres.

*For each sphere, provide details about what you already know from previously shared stakeholder information, concerns, considerations, values, goals, needs, gaps, and issues.*

**Authority and Compliance Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**Partner  
and Policy  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**Contracted  
and  
Funded  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**General  
Community  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**Equity  
Advocacy  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**Most  
Impacted  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*

**Formal and  
Informal  
Support  
Sphere**

*Name the multiple priorities held by those in this sphere.*

*Share details regarding this sphere's level of access and authority to decision-making spaces.*



# PHASE II: EQUITY EVALUATION

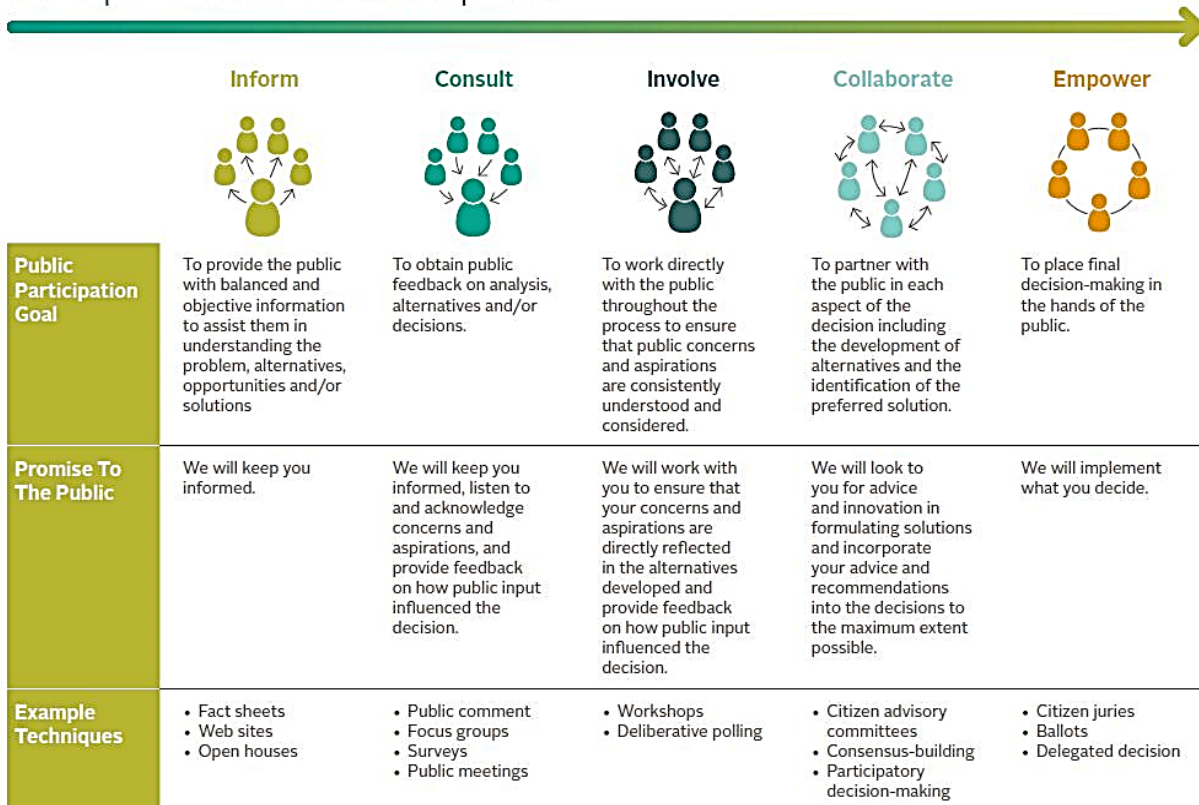
## EQUITY EVALUATION: APPLYING ENGAGEMENT SPECTRUM

**PURPOSE:** Resourcing the most appropriate efforts – Identify how various populations should be engaged in the project.

**OVERVIEW:** *The Spectrum of Engagement* is a widely recognized tool used to categorize different levels of public participation. It provides an overview of the different levels of engagement on the spectrum, from inform to empower. The appropriate level of engagement for each population is based on the information required, desired level of influence in decision-making, the timeline for engagement, and the resources available.

**DIRECTIONS:** Use the Spectrum of Public Participation tool below to support the team in answering the questions that follow. More about this tool is found at <https://patientvoicesbc.ca/resources/iap2-spectrum-public-participation/>

IAP2 Spectrum of Public Participation



1. The type of community engagement depends on the context, resources, timing, and needs of a particular request. What type of engagement was used for each sphere? Use the table below to describe the engagement efforts taken with each group.

Sphere	Inform	Consult	Involve	Collaborate	Empower
Authority & Compliance Sphere					
Government Partners & Policy Sphere					
Contracted & Funded Sphere					
General Community Sphere					
Equity & Advocacy Sphere					
Those Most Impacted Sphere					
Formal & Informal Support Sphere					

2. Aligning engagement efforts with community and organizational shared values. This worksheet addresses the complexity of community needs and interests that may intersect and compete. It prompts participants to consider the different perspectives, values, and priorities that may exist within the community.

**Values Based**

Community stakeholders form opinions, concerns, fears, hopes and dreams based on their values. Effective community engagement acknowledges that all stakeholders bring their values to the process and is designed to shift discussions away from people’s positions, towards their shared values.

*What shared values did the project team use to define engagement efforts? Provide examples.*

**Goal Driven**

Community engagement should be focused around specific, planned, and purposeful outcomes. Effective community engagement will clearly outline what information is needed, how stakeholders may participate in the process and follow up with participants when the project goals have been reached.

*What were the specific, planned, and purposeful outcomes of the engagement?*

**Decision Oriented**

Community stakeholders participate in engagement activities because they believe that their opinions will help shape the decision being made. Effective community engagement clearly states what decision is being made, and how stakeholder participation has shaped the decision.

*How has stakeholder participation shaped the decision-making?*

3. The appropriate level of engagement for each population is based on the information required, desired level of influence in decision-making, the timeline for engagement, and the resources available. Different levels of engagement are appropriate in different contexts. For instance, underserved communities often face barriers to meaningful participation in decision-making processes, making it necessary to consider their unique needs and circumstances when determining the appropriate level of engagement.

## Accessibility

Accessibility is a foundational component of community participation. Community members that are limited in their access to facilities, information, or processes are constrained in their ability to engage in conversations about the issues that most directly affect them. It is important to mitigate any barriers to participation.

*Consider the following accessibility expectations:*

- *Plain Language*
- *Plan for language access*
- *Multiple learning styles*
- *Accessible location*

## Power Balancing

Engagement events can often reinforce community or neighborhood power dynamics. It is important to recognize when involvement or participation is hindered by an underlying imbalance between groups. Understanding this means that teams may need to use different tactics for different groups.

*Which strategies worked best to involve different populations and groups?*

*Did stakeholder involvement improve the work, effectiveness, and/or political and community support of the effort?*

## Inclusion and Belonging

Participants invest time, energy, and support where they feel connection and value. Increasing experiences of connection and building trust with community can support belonging experiences.

*How are you valuing people's time, effort, and expertise?*

*In what ways are you working to build trust within impacted communities?*

*How successful were you in keeping people involved?*